



Supply Chain Redesign: Transforming Supply Chains into Integrated Value Systems

By Robert B. Handfield, Ernest L. Nichols Jr.

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The authors introduce the concept of value systems. By integrating the flows of information, materials, technology, and resources in a supply chain, a system of creating value for the end customer can be created.

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Editorial Review

From the Back Cover

Today's most competitive companies are going beyond "first-generation" supply chain management, to integrate processes, information flows, and material flows more thoroughly than ever before. *Supply Chain Redesign* brings together the field's latest advances, giving business professionals a complete framework for driving out costs, improving efficiency, and optimizing the business value of any supply chain.

Robert Handfield and Ernest Nichols offer practical insight and detailed guidance into every aspect of supply chain redesign—mapping existing supply chains, identifying changes that promise the best and fastest ROI, intelligently leveraging new technologies, strengthening relationships with key partners, and much more. From the world's most significant case studies to the latest emerging trends, this book is an unparalleled resource for supply chain success.

* Powerful new approaches to strategic cost management

 Today's most systematic and most effective approaches to managing cost

* Building and strengthening key supplier relationships

 Deepening the collaborative, trust-based supplier relationships that are critical to success

* New technologies, emerging standards

 Leveraging the advantages of Web-based technologies—and minimizing the risks

* Deploying your strategy: the central role of leadership

 What senior management must do to support your supply chain initiative

* "Supply chain friendly" product design

 Designing products that support lean supply chains

* GM and Nortel: Making global supply chain redesign work

 Comprehensive case studies from two of the world's largest supply chain initiatives

The complete, hands-on guide to optimizing any supply chain.

- Emerging trends and key success factors
- Enhancing collaboration and trust throughout your redesigned supply chain
- Designing products that support efficient supply chains
- Supply chain "sweet spots"—identifying changes with the greatest payoff
- Effective B2B e-commerce and Web-based strategies
- Nortel and GM: case studies in successful supply chain redesign

Supply chains exist for one reason: to create customer value. Radical changes in every aspect of business and technology have fostered the emergence of integrated "value chains" that maximize customer value by maximizing efficiency and integration. In this book, leading supply chain experts Robert Handfield and Ernest Nichols review the state-of-the-art in supply chain management, identify emerging trends that will lead to even greater change, and present powerful new strategies for redesigning any supply chain.

Handfield and Nichols show how to map existing supply chain networks, identifying and integrating information flows throughout an organization. Using real-world examples, they demonstrate how to enhance collaboration and trust throughout the supply chain; integrate customers and suppliers to design products that

support efficient supply chains; and make the most of strategic cost management techniques. The book includes detailed chapters on B2B e-commerce, on creating information visibility on the Web, and on the key factors that lead to success in actual deployments.

About the Author

ROBERT B. HANDFIELD is Bank of America University Distinguished Professor of Supply Chain Management at North Carolina State University. The author of *Re-engineering for Time-based Competition*, he has published over 25 academic and professional articles on a wide range of issues related to time-based competition, procurement and sourcing strategy, environmentally friendly materials management, and TQM.

Handfield was co-investigator on two National Science Foundation Research Grants: Integrating Suppliers into New Product/Process Development, and Environmentally Conscious Manufacturing: Integrating Environmental Issues into Product Design Planning and Manufacturing. His consulting clients have included Spartan Motors, Newport News Shipbuilding, Mead, Honeywell, Turkish Petroleum, ITT Avionics Division, and many others.

ERNEST L. NICHOLS is Associate Professor of Operations Management, Decision Sciences Area, and Director of FedEx Center for Cycle Time Research at Fogelman College of Business and Economics at the University of Memphis. He is also Faculty Research Associate with the Global Procurement and Supply Chain Benchmarking Initiative at Michigan State University.

Dr. Nichols' research interests and Fortune 500 consulting experiences encompass a wide array of integrated supply chain management issues. He previously served as management consultant with Dialog Systems, Inc., where his responsibilities included consulting in the areas of purchasing and materials management as well as the design, development, and support of customized materials and logistics systems software.

Handfield and Nichols are the co-authors of *Supply Chain Management*.

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Preface

Integrated supply chain management is now recognized as a core competitive strategy. As organizations continuously seek to provide their products and services to customers faster, cheaper, and better than the competition, managers have come to realize that they cannot do it alone; rather, they must work on a cooperative basis with the best organizations in their supply chains in order to succeed. When pressed to identify how to achieve this strategy, however, the path forward for managers is not clear. Numerous "solution providers" offer the "magic bullets" to supply chain integration; yet the results are never guaranteed.

In this book, we focus on the concept of the value system. We propose that by integrating the flows of information, materials, technology, and resources in a supply chain, a true system of creating value for the end customer can be created. This book shares insights gained from our research, which has brought us in contact with managers in engineering, purchasing, operations, logistics, information systems, and sales functions across a range of industries. These experiences have been synthesized to create a managerial perspective of the core tasks and challenges required to transform supply chains into high-performing value systems. This text is unique in that it describes a phenomenon that has been rapidly evolving yet never fully deployed by any single organization. Although other books have dealt with the individual processes associated with developing new products, buying materials, transforming them, and shipping them to

customers, we believe our treatment of the topic from an integrated managerial perspective is unique.

Because supply chain management involves all functions within organizations, this book has been written for a general audience and provides insights into the conceptual foundations of supply chain management. It also presents a topical discussion of what a supply chain is, why it is important, and what types of challenges are implicit in managing supply chains. In sum, this book will enable readers to better understand...

- * The contribution of supply chain management to creating value, in the form of increased profitability, technology leadership, and market share in the modern organization
- * Requirements for analyzing and improving supply chain business processes
- * The benefits of integrating major functional activities, including product design, purchasing, information systems, manufacturing planning and control, inventory management, human resource development, financial planning, forecasting, sales, quality management, distribution, transportation and other areas via internal information systems
- * Understanding the "sweet spot", or area of greatest value to focus resources in organizational supply chains
- * Strategies for creating collaboration and trust among supply chain participants
- * The contribution of customers and suppliers to collaborative product/process/service design
- * Strategies for achieving significant shared cost reductions among supply chain partners
- * Latest developments in B2B standards and applications that facilitate supply chain integration and creation of value systems
- * Recent technologies that enable visibility of end customer requirements for multiple tiers of OEM's and suppliers in a supply chain
- * A detailed case study of a major change management initiative at General Motors that illustrates the critical success factors required to create an integrated value system, as well as the challenges in deploying a value system initiative

These points are illustrated through multiple examples from a variety of industries and settings, based on extensive research over many years. The concepts are presented in an easy to understand narrative that is intended for any reader interested in learning about supply chain management.

Users Review

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Travis Wysocki:

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Patricia Kirby:

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